



A Study on IT Employees Responses to Motivational Practices in IT Companies

Varughese K. John* and Rejoice Thomas**

Abstract

Information Technology (IT) industry is one of the fastest growing industries in India as elsewhere in the world. It has made its mark in the international markets. IT employees have contributed a great deal to this success story. Motivation is the driving force behind the quality output. The present study attempts to understand the motivational practices of IT industry in the city of Bangalore which is the hub in supply of IT products all over the globe. 510 software employees from 36 companies are surveyed. The data was analyzed using SPSS 17.0 statistical software. Statistical techniques adopted are descriptive statistics, bivariate analysis, multivariate analysis and others. Among other things the study finds that the software engineers agree / strongly agree that Clean Work Place, Autonomy and Promotion, Safety & Grievance Handling, Reputation for Job, Decision Making & Training, Manager-Subordinate Relationship, Fringe Benefits & Job Security, Employee-employee relationship & friends/relatives view, Work Life Balance & Intrinsic motivation, and Pay & Income as the motivational factors that motivates them.

Keywords: Information Technology (IT) Professionals, Motivation, Practices

* Graduate School of eLearning, Assumption University,
88 Moo 8, Bang Na-Trad Km. 26, Bangsaothong, Samuthprakarn, 10540, THAILAND.
E-mail: vardudghese.kjohn@gmail.com

** Christ University, Bengaluru, 560029, INDIA.
E-mail: rejoicethomas@gmail.com

การศึกษาเกี่ยวกับการตอบสนองของลูกค้า ด้านไอทีที่มีต่อเรื่องแรงจูงใจเชิงปฏิบัติการภายในบริษัทไอที

วารุเกิส เค จอห์น* และ รีจอยส์ โทมัส**

บทคัดย่อ

เทคโนโลยีสารสนเทศ (IT) เป็นหนึ่งในอุตสาหกรรมที่เจริญเติบโตเร็วที่สุดในประเทศอินเดีย เหมือนประเทศอื่น ๆ ทั่วโลก และได้กลายมาเป็นสัญลักษณ์ในตลาดทั่วโลก พนักงานไอทีก็มีบทบาทที่จะนำพาความสำเร็จมาสู่บริษัท แรงจูงใจยังเป็นแรงผลักดันที่อยู่เบื้องหลังที่ก่อให้เกิดคุณภาพ การศึกษาครั้งนี้พยายามที่จะเข้าใจการปฏิบัติการที่สร้างแรงจูงใจให้กับอุตสาหกรรมไอทีที่เมืองบังกาลอร์ซึ่งเป็นศูนย์กลางในการจัดหาผลิตภัณฑ์ด้านไอทีทั้งหมดทั่วโลก เราได้ทำการสำรวจพนักงานซอฟต์แวร์ 510 คนจาก 36 บริษัท และวิเคราะห์ข้อมูลโดยใช้โปรแกรมซอฟต์แวร์ทางสถิติ SPSS เวอร์ชัน 17.0 สถิติที่นำมาใช้เป็นสถิติการวิเคราะห์เชิงพรรณนา การวิเคราะห์เชิงสัมพันธ์ การวิเคราะห์ระดับพหุ และอื่น ๆ นอกจากนี้ การศึกษา ยังพบว่า วิศวกรซอฟต์แวร์ยอมรับและเห็นด้วยอย่างยิ่งว่าเรื่องความสะอาดในสถานที่ทำงาน ความเป็นเอกเทศ โปรโมชัน ความปลอดภัย การจัดการเรื่องความเครียดของพนักงาน ชื่อเสียงของหน่วยงาน การตัดสินใจและการฝึกอบรม ความสัมพันธ์ระหว่างผู้จัดการกับผู้ใต้บังคับบัญชา สวัสดิการและความมั่นคง ความสัมพันธ์ระหว่างพนักงานด้วยกันความสัมพันธ์ของพนักงานกับเพื่อน ๆ หรือญาติ ๆ ความสมดุลในชีวิตการทำงาน มุมมองชีวิตและแรงจูงใจจากภายใน รายจ่ายและรายได้ก็เป็นปัจจัยที่สร้างแรงจูงใจและกระตุ้นพวกเขา

คำสำคัญ: มีอาชีพด้านเทคโนโลยีสารสนเทศ แรงจูงใจเชิงปฏิบัติการ

* มหาวิทยาลัยอัลลัมฮัน

เลขที่ 88 ถนนบางนา-ตราด ตำบลบางเสาธง อำเภอบางเสาธง จังหวัดสมุทรปราการ 10540

อีเมล: vardudghese.kjohn@gmail.com

** มหาวิทยาลัยคริสต

บังกาลอร์ คาร์นาทกา 560029 ประเทศอินเดีย

อีเมล: rejicethomas@gmail.com

Introduction

Information Technology Industry:

Information Technology is involved with the improvement in a vast area of human and organizational problem-solving deeds through the design, development, and use of technology. The computer based systems improves the capability and utility of the information in a wide range of strategic, tactical, and operational areas. This particular process is done through careful analysis to the needs of human beings. The problem solving ability of the different gadgets which includes electronic communication and computer based systems of hardware and software is unprecedented.

Strengths of the Indian IT sector include:

1. Highly skilled human resource
2. Low wage structure
3. Quality of work
4. Initiatives taken by the Government (setting up Hi-Tech Parks and implementation of E-governance projects)
5. Many global players have set-up operations in India like Microsoft, Oracle, Adobe, etc.
6. Following Quality Standards such as ISO 9000, SEI CMM etc.
7. English-speaking professionals.
8. Cost competitiveness.
9. Quality telecommunications infrastructure.

Weaknesses of Indian IT sector include:

1. Absence of practical knowledge.
2. Dearth of suitable candidates.
3. Less Research and Development.
4. Contribution of IT sector to India's GDP is still rather small.
5. IT development concentrated in a few cities only.

Attributes of the Indian Information Technology Industry

The key attributes that have enabled India to gain high position in this particular sector include:

- Vast access to skill base
- Strong quality orientation
- Availability of high quality infrastructure
- Cost advantage
- Enabling policy environment
- Mature industry eco-system – the support infrastructure for the Indian IT and ITES industry
- Availability of private equity
- Commitment to address security concerns

SWOT Analysis of IT Industry

SWOT ANALYSIS OF IT INDUSTRY	
Strengths	Weaknesses
Cost advantage – India is the most financially attractive country in a study by A T Kearney on global IT destinations.	Excessive dependence on USA for revenues – US companies are cutting down IT budget, hence revenues to be hit hard for Indian IT firms.
Breadth of service offering – End to end solutions including high end like IT consultancy and KPO.	Excessive dependence on BFSI sector for revenues – Banking sector is facing a crisis globally and is going to spend less on IT.
Ease of Scalability – More than half of India's population is less than 25 years old. English speaking IT – ITES professionals growing at a good pace.	High rate of attrition – Although slowdown in global economy attrition rate, the industry still faces high attrition rates as compared to other sectors.
Quality and Maturity of process – Many players have quality standards such as CMM to differentiate from other low cost advantage countries.	Decreasing competitive advantage – Rising salary expenses is taking away the cost advantage enjoyed by India.
Global and 24/7 delivery capability – Excellent internet backbone and telecommunications facilities enabling companies to develop 24/7 delivery capabilities from India itself.	

Opportunities	Threats
<p>Greater scope for product innovation – Increased focus on high end work like consulting and KPO.</p> <p>Domestic demand for IT services is to grow at 20%. Greater scope to service domains other than BFSI such as transportation, infrastructure, etc., likely to have positive impact on business considering corporate governance, possibility of shifting of business, getting higher incremental business from overlapped clients and winning new business from clients.</p>	<p>Global economic slowdown may continue for several years – hence low IT spending globally.</p> <p>US Govt. against outsourcing, shrinking margin due to rising wage inflation Rupee – dollar – Movement affects revenue and hence margins Increased competition – From foreign companies like Accenture, IBM etc. and low wage countries like China, Indonesia etc.</p>

Information Technology (IT) industry is one of the fastest growing industries in India. The Indian IT industry has got reputation for itself in the international markets. IT industry in India consists of the software industry and information technology enabled services (ITES), which also includes business process outsourcing (BPO) industry. India is considered as one of the main players in software development and a preferred destination for IT enabled services.

Motivation

Motivation is a topic that is extensively researched. Halfway the twentieth century the first important motivational theories arose, namely Maslow's hierarchy of needs (1943), Herzberg's two-factor theory (1959) and Vroom's expectancy theory (1964). Those researches focused on motivation in general and employee motivation more specifically. In the past years various definitions of motivation were defined, e.g. Herzberg (1959) defined employee motivation once as performing a work related action because you want to.

It is commonly agreed that employee motivation can be separated in intrinsic and extrinsic motivation (Staw, 1976). Staw argues that one of the first attempts to make that distinction was in Herzberg's Two-Factor Theory (1959). However, the discussion about intrinsic and extrinsic motivation is more from latter years (e.g. Amabile, 1993 and Deci & Ryan, 2000). Especially important is the discussion about how intrinsic and extrinsic motivation can contribute to employees' performances (Ramlall, 2008).

The relationship between employee motivation and job performance has been studied in the past (Vroom, 1964). But high correlations between the two were not established. However, later research concluded that employee motivation and job performance are indeed positively correlated (Petty et al., 1984). This relationship is studied in this thesis and the aim is to provide managers useful information how employees' performances can be increased by motivating them intrinsically and/or extrinsically.

The term 'motivation' is derived from the Latin word 'movere' which means to move.

"A motive is an inner state that energizes, activates or moves and directs or channels behaviour toward goal" (Bevelson & Steiner, 1964).¹

"Motivation is a voluntary activity which governs the choices made by an individual among available alternatives." (Vroom, 1964)²

Atkinson (2000)⁴ defined "motivation as a condition that energizes a behaviour and directs a goal."

Motivation is the processes that account for an individual's intensity, direction, and persistence of effort toward attaining a goal, specifically for Organizational Behaviour, toward attaining an organizational goal.

Intensity is how hard a person tries to meet a goal,

Direction is the efforts channeled toward organizational goals and

Persistence is how long a person maintains effort toward a goal.

Survey of Literature

Motivation may be intrinsic motivation and extrinsic motivation. Intrinsic motivation is viewed as the motivation to involve in an activity primarily for its own sake, because the activity is supposed to be interesting, involving, satisfying and challenging.

Extrinsic motivation is viewed as motivation to involve in an activity primarily for the attainment of goals outside the primary activity such as praise, recognition, reward, salary increase and improvement in working conditions.

In the organizations, motivations is functionally described the drive that pushes an individual to work. A motivated person is one who has a yearning to work. Both workers and employers are eager to understand the subject motivation. If employees would be aware of the strengths and weaknesses that are related with work motivation, they could choose proper approach and carry out more successfully to seek most favourable satisfaction in their jobs. Employers are very much concerned to know the nature, degree, and different type of motivation of their employees in order to be more capable, resourceful and fruitful.

Guay et al. (2010) stated that the notion of intrinsic motivation is closely related to intrinsic value. Intrinsic motivation refers to motivation that is animated by personal enjoyment, interest, or pleasure, and is usually contrasted with extrinsic motivation, which is manipulated by reinforcement contingencies.

Antikainen et al. (2010) argued that once managers and leaders can help their employees to identify factors that make them to work with the firm, they will be able to make them feel motivated to work hard and carry out the assigned tasks with their best effort.

Adair (2009) stated that Motivation refers to the intrinsic and extrinsic factors that drive a person to act or take certain actions.

Goncharuk & Monat (2009) concluded that for managers and leaders in all types of organisations, including those in IT industry, to effectively motivate workers, they must first help their workers to identify their interests with the company.

Yap et al. (2009) concluded that there is a downside of incentive motivation technique. What will happen after employees get the desired rewards or incentives is the main question that managers should consider when using this tactic. The potential trap that managers should expect to encounter when using this motivation tactic is that their workers will continue to demand a reward to do any task or give their best effort towards the assigned responsibilities.

Gill & Mathur (2007) stated that as compared to small and medium sized firms, most large firms appear to have a more professional human resource management system to motivate workers to work with their best effort or to retain them.

Bratton & Gold (2007) argued that from the context of psychology, economy and human studies, motivation refers to ‘a reason or reasons that make a person engages a particular behaviour’.

Bjerke et al. (2007) concluded that in the context of management, motivation is very important to the organisational performance. As compared to other subjects, motivation is viewed differently in the context of human resource management. From this perspective, it is revealed that motivation is not possible. This is because you cannot motivate other persons, but what you can do is to influence what they are.

Gill (2007) stated that incentive motivation is one of the most popular tools to get workers to do what managers want. Many scholars refer incentive motivation as ‘dangling a carrot’.

Shanks (2007) however argues that; ‘while rewards may serve as incentive and those who bestow rewards may seek to use them as motivators; the real motivation to act comes from within the individual’.

Malhotra et al. (2007) define rewards as ‘all forms of financial return, tangible services and benefits an employee receives as part of an employment relationship.’ Malhotra noted that no matter the kind of organization one looks at, rewards play an important role in building and maintaining the commitment among employees that ensures a high standard of performance and workforce stability’.

Martin (2007) argues that the ‘the basis of expectancy models is that motivation is a function of the desirability of the outcome of behavior.

Shanks (2007) notes that monetary compensation motivates only a point; that is, when compensation isn’t high enough or is considered to be inequitable, it is a de-motivator. In contrast, when it is too high, it also seems to be a de-motivator and results in individual performance being tempered to protect the higher compensation level.

Huang et al. (2006) argued that the opportunity for personal growth is one of the key factors to increase the level of employee motivation.

Jay S Kim & Clay Hammer (2006) found that goal setting alone enhanced motivation among formal feedback group and not in self-feedback group. Feedback was

found to be having a positive impact on performance. Goal setting enhanced performance also.

Maslow, A.H. & Boeree (2006) argued that Theory X is the standpoint that traditional management has taken towards the work force while many modern organisations are now taking the enlightened position of theory Y.

Adkins (2006) notes that communication is very essential to keeping employees motivated and helps in maintaining a 'motivated culture' in the workforce.

Armstrong (2006) argued that the greater the value of a set of the awards and the higher the probability that receiving each of these rewards depends upon effort, the greater the effort will be in a given situation. Armstrong asserts that feedback is an important intrinsic motivational tool. It is important to note that the effect of feedback on employee motivation is heightened when it is specific rather than generalized and given in a timely manner.

Research Design

Statement of the Problem:

The theories and other studies have contributed to the vast knowledge on motivation. These studies have emphasized the need for motivation and its impact on the individuals and organizations. It is important to note that though motivation is highly relevant to one and one across organizations, studies on motivation have suggested that of motivation are not same but different. Motivational practices are found to be different from time to time, place to place, industry to industry and from company to company.

In the changing scenario, it is important to know the influence of motivation in the IT industry. Some of the researchable questions include: Are the IT professional passionate about their job? Do higher pay, faster promotion, good working conditions, and lots of job opportunities motivate and influence them to join the IT industry? Are IT companies trying to motivate and support their employee needs and aspirations? How employees are reacting to these motivational practices? Is there a match or a mismatch between what the IT companies are practicing and what the IT employees are expecting?

As motivation is core to the overall success of individuals and organizations, it is very important to assess the role of motivation in employees in IT organizations. Industries and Organizations differ in motivating their employees from time to time and from place to place. How IT industry is motivating its employees needs to be studied. Are the practices of motivation suggested by Maslow, Vroom's, Adam's, Herzberg and others relevant to IT industry now? If yes, what practices are relevant and why? If not what practices are irrelevant and why? It is in this context that the present study is under-taken.

Review of literature on motivation and IT Industry reveals that motivation differs from time to time, place to place, industry to industry and from organization to organization. Not much research has been done on "Motivation of Employees in IT Industry" in the recent and changing scenario. This gap has been identified and the present study is a humble attempt in this direction. This study will not only give feedback on existing motivating practices of the IT companies but throws light on the emerging ones.

Objectives of the Study:

The research aims to study:

1. The motivational practices of IT companies in the city of Bangalore and
- 2 The extent of agreement / disagreement of employees to various motivational practices of IT companies.

Scope of the Problem

The study is focused on the motivation and its influence on Organizational Commitment and Organizational Citizenship Behaviour of employees in IT organizations.

The study is focused on 14 multinational companies, 6 Indian large companies and 16 Indian medium and small companies totally 36 companies in the city of Bangalore. The sample obtained is 510 questionnaires administered to software engineers' working in 36 software companies in the city of Bangalore.

Sample Size

There are around 1500 IT and BPO companies operating in India. In these around 270 are global companies from USA, UK, EU, Japan and China. There are 173 IT companies

who have their technology related operations in Bangalore. 510 software employees from 36 companies were surveyed for the study. The companies were categorized into three different types.

1. Multinational companies (MNCs)
2. Indian large scale IT companies
3. Indian Small and medium companies

Data Analysis

IT Employees Responses to Motivational Practices in IT Companies

Table 1: Sample Number of Companies

Type of IT Company	Total Number of Companies in Bangalore	Sample Number of Companies	Percentage
MNCs	68	14	20.59
Indian –Large	28	6	21.43
Indian –Small and Medium	77	16	20.78
Total	173	36	20.81

Table No. 1 indicates that the total number of companies in Bangalore and the sample taken from each of the category. The sample size of the companies taken for this study was around 21% of the total number of companies in Bangalore with almost same percentage in each category.

Table 2: Sample number of employees from the three types of IT companies

Type of IT Company	Sample Number of Employees	Percentage
MNCs	230	45%
Indian –Large	203	40%
Indian –Small and Medium	77	15%
Total	510	100%

Table No. 2 indicates the number of respondents from the three different types of IT companies in Bangalore and their respective percentage in the sample size.

The stratified random sampling technique was adopted for the study. The respondents were instructed that the tool will measure their Motivational level while responding to the Motivational scale. Based on the objectives of the study the measurement tool ‘Motivational Scale’ was developed by the researcher and it was employed to gather data from the sample.

The different demographics which are studied include:

1. The type of organization (Multinational Companies, Indian large companies, and Small and medium companies).
2. Gender of the employees (male and female)
3. Age of the employees (in years) (21-25, 26-30, 31-35 and 36-40)
4. Marital status of the employees (Married and Unmarried)
5. Years of work experiences in the current organization of the employees (Less than 5 years and 5-10 years)
6. The monthly salary of the respondents (in IRS) (20001-30000, 30001-40000, 40001-50000 and 50001-60000)

An attempt has been made in to capture the influential motivational practices which can motivate an employee. Regression analysis is done on the employees based on the demographic variables. Using this method, we have found out the particular set motivational practices which can motivate an employee of a particular demographic variable. 510 software engineers were requested to mark for these statements on a 5-point scale for this study. The primary data have been presented and analyzed in this chapter.

Table 3: Motivational Practices and Type of Organization

Motivational Practice	MNC		INDIAN LARGE		SME	
	Standardized Coefficients	Sig.	Standardized Coefficients	Sig.	Standardized Coefficients	Sig.
	Beta		Beta		Beta	
(Constant)		0.001		0.330		.039
Clean Work Place, Autonomy & Promotion	0.210	0.000	0.192	0.000	0.281	0.000
Safety & Grievance Handling	0.197	0.000	0.184	0.000	0.212	0.000
Reputation for Job, Decision Making & Training	0.237	0.000	0.210	0.000	0.332	0.000
Manager - Subordinate Relationship, Fringe Benefits & Job Security	0.295	0.000	0.284	0.000	0.208	0.001
Employee - Employee Relationship & Friends / Relatives View of the Job	0.162	0.000	0.163	0.000	0.381	0.000
Work Life Balance & Intrinsic Motivation	0.264	0.000	0.253	0.000	0.373	0.000
Pay & Income	0.351	0.000	0.318	0.000	0.526	0.000

Table No. 3 indicates the results of regression analysis that is done on 230 respondents of Multinational companies (MNCs), 203 respondents of Indian Large companies, and 77 respondents of Indian Small and Medium Companies for the practice which contribute to the motivation of the engineers. It was found that all the motivational practices are having influence ($p\text{-value} < 0.05$) among the practice which contribute to the motivation of the software engineers working in Multinational companies (MNCs), Indian Large companies, and Indian Small and medium companies.

Table 4: Motivational Practices and Gender

Motivational Practice	MALE		FEMALE	
	Standardized	Sig.	Standardized	Sig.
	Coefficients Beta		Coefficients Beta	
(Constant)		0.000		0.000
Clean Work Place, Autonomy & Promotion	0.160	0.000	0.501	0.000
Safety & Grievance Handling	-0.008	0.827	0.177	0.001
Reputation for Job, Decision Making & Training	0.157	0.000	0.068	0.158
Manager - Subordinate Relationship, Fringe Benefits & Job Security	0.305	0.000	0.072	0.165
Employee - Employee Relationship & Friends / Relatives View of the Job	0.166	0.000	0.000	0.988
Work Life Balance & Intrinsic Motivation	0.233	0.000	0.116	0.043
Pay & Income	0.308	0.000	0.376	0.000

Table No. 4 indicates the results of regression analysis that is done on 269 male software engineers and on 241 female software engineers for the practice which contribute to the motivation of the engineers. It was found that all the motivational practices except Safety & Grievance Handling ($p\text{-value} = .827$) is having high influence among the practices which contribute to the motivation of the male software engineers. It was found that Clean Work Place, Autonomy & Promotion, Safety & Grievance Handling, Work Life Balance & Intrinsic Motivation and Pay & Income ($p\text{-value} < 0.05$) are having high influence among the practices which contribute to the motivation of the female software engineers.

Table 5: Motivational Practices and Age Group

Motivational Practice	21-25 YEARS		26-30 YEARS		31-35 YEARS		36-40 YEARS	
	Std.	Sig.	Std.	Sig.	Standardized	Sig.	Standardized	Sig.
	Coeff		Coeff		Coefficients		Coefficients	
	Beta		Beta		Beta		Beta	
(Constant)	0.000		0.000		0.034		0.024	
Clean Work Place, Autonomy & Promotion	0.664	0.000	0.424	0.000	0.188	0.000	0.283	0.036
Safety & Grievance Handling	-0.276	0.002	0.006	0.910	0.142	0.001	0.077	0.558
Reputation for Job, Decision Making & Training	0.235	0.005	0.119	0.013	0.190	0.000	0.213	0.096
Manager - Subordinate Relationship, Fringe Benefits & Job Security	0.123	0.074	0.327	0.000	0.340	0.000	0.365	0.017
Employee - Employee Relationship & Friends / Relatives View of the Job	0.028	0.717	0.192	0.000	0.108	0.015	0.178	0.240
Work Life Balance & Intrinsic Motivation	0.045	0.538	0.133	0.005	0.267	0.000	0.324	0.015
Pay & Income	0.431	0.000	0.192	0.000	0.456	0.000	0.599	0.000

Table No. 5 indicates the results of the regression analysis that is done on 147 software engineers of the age group “21-25 years”, 166 software engineers of the age group “26-30 years”, 143 software engineers of the age group “31-35 years” and 54 software engineers of the age group “36-40 years” for the practices which contribute to the motivation of the engineers. It was found that all practices except Manager - Subordinate Relationship, Fringe Benefits & Job Security, Employee - Employee Relationship & Friends / Relatives View of the Job, Work Life Balance & Intrinsic Motivation are having influence ($p\text{-value} > 0.05$) among the practices which contribute to the motivation of the software engineers of the age group “21-25 years”.

It was found that all motivational practice except Safety & Grievance Handling (p-value = 0.91) are having high significance among the practice which contribute to the motivation of the software engineers of the age group “26-30 years”.

It was found that all motivational practices are having influence among the practices which contribute to the motivation of the software engineers of the age group “31-35 years”.

It was found that motivational practices such as Clean Work Place, Autonomy & Promotion, Manager - Subordinate Relationship, Fringe Benefits & Job Security, Work Life Balance & Intrinsic Motivation and Pay & Income (p-value < 0.05) are having influence among the practices which contribute to the motivation of the software engineers of the age group “36-40 years”.

Table 6: Motivational Practice and Marital Status

Motivational Practice	UN-MARRIED		MARRIED	
	Standardized	Sig.	Standardized	Sig.
	Coefficients Beta		Coefficients Beta	Sig.
(Constant)		0.000		0.000
Clean Work Place, Autonomy & Promotion	0.223	0.000	0.262	0.000
Safety & Grievance Handling	0.108	0.006	0.170	0.000
Reputation for Job, Decision Making & Training	0.190	0.000	0.129	0.000
Manager - Subordinate Relationship, Fringe Benefits & Job Security	0.242	0.000	0.321	0.000
Employee - Employee Relationship & Friends / Relatives View of the Job	0.144	0.000	0.153	0.000
Work Life Balance & Intrinsic Motivation	0.213	0.000	0.218	0.000
Pay & Income	0.243	0.000	0.366	0.000

Table No. 6 indicates the results of the regression analysis that is done on 234 unmarried software engineers and 276 married software engineers for the practices which contribute to their motivation. It was found that all motivational practices (p-value < 0.05) are having influence which contributes to the motivation of both married and un-married the software engineers.

Table 7: Motivational Practice and Experience in the Current Company

Motivational Practice	LESS THAN 5 YEARS		5-10 YEARS	
	Standardized	Sig.	Standardized	Sig.
	Coefficients Beta		Coefficients Beta	
(Constant)		0.000		0.034
Clean Work Place, Autonomy & Promotion	0.256	0.000	0.222	0.000
Safety & Grievance Handling	0.011	0.779	0.250	0.000
Reputation for Job, Decision Making & Training	0.150	0.000	0.096	0.019
Manager-Subordinate Relationship, Fringe Benefits & Job Security	0.168	0.000	0.308	0.000
Employee-Employee Relationship & Friends/ Relatives View of the Job	0.154	0.000	0.042	0.291
Work Life Balance & Intrinsic Motivation	0.336	0.000	0.243	0.000
Pay & Income	0.232	0.000	0.240	0.000

Table No. 7 indicates the results of the regression analysis that is done on 342 respondents having an experience less than 5 years in the same organization and on 161 respondents having an experience between 5 years and 10 years in the same organization for the practices which contribute to the motivation of the engineers. It was found that all motivational practices except Safety & Grievance Handling (p-value = 0.779) are having influence which contribute to the motivation of the software engineers having an experience less than 5 years in the same organization.

It was found that all motivational practice except Employee - Employee Relationship & Friends/ Relatives View of the Job (p-value < 0.291) are having influence which contribute to the motivation of the software engineers having an experience between 5 and 10 years in the same organization.

Table 8: Motivational Practice and Monthly Salary

Motivational Practice	Rs. 20001–30000		Rs. 30001–40000		Rs. 40001–50000	
	Standardized	Sig.	Standardized	Sig.	Standardized	Sig.
	Coefficients		Coefficients		Coefficients	
	Beta		Beta		Beta	
(Constant)		0.000		0.168		0.009
Clean Work Place, Autonomy & Promotion	0.099	0.053	0.301	0.000	0.058	0.412
Safety & Grievance Handling	-0.059	0.188	0.052	0.494	0.150	0.153
Reputation for Job, Decision Making & Training	-0.076	0.135	0.259	0.000	0.123	0.134
Manager - Subordinate Relationship, Fringe Benefits & Job Security	0.005	0.935	0.133	0.029	0.243	0.001
Employee - Employee Relationship & Friends / Relatives View of the Job	0.063	0.193	0.195	0.001	0.263	0.001
Work Life Balance & Intrinsic Motivation	0.102	0.025	0.290	0.000	0.281	0.000
Pay & Income	0.789	0.000	0.254	0.000	0.116	0.034

Table No. 8 indicates the results of the regression analysis that is done on 224 respondents who are earning a monthly salary is between Rs.20001 and Rs.30000, 129 respondents who are earning a monthly salary is between Rs.30001 and Rs.40000 and 88 respondents who are earning a monthly salary is between Rs.40001 and Rs.50000 for the practices which contribute to the motivation of the engineers. It was found that Work Life Balance & Intrinsic Motivation and Pay & Income (p-value < 0.05) are having influence among the practices which contribute to the motivation of the software engineers who are earning a monthly salary is between Rs.20001 and Rs.30000. It was found that all motivational practice except Safety & Grievance Handling (p-value = 0.494) are having high significance among the practices which contribute to the motivation of the software engineers who are earning a monthly salary is between Rs.30001 and Rs.40000. It was found that Manager - Subordinate Relationship, Fringe Benefits & Job Security, Employee - Employee Relationship & Friends / Relatives View of the Job, Work Life Balance

& Intrinsic Motivation and Pay & Income ($p\text{-value} < 0.05$) are having influence among the practices which contribute to the motivation of the software engineers who are earning a monthly salary is between 40001 and 50000.

Findings

1. Majority (62.42%) of the software engineers agree / strongly agree that Clean Work Place, Autonomy and Promotion are motivating them. Under the Clean work place, Autonomy and Promotion category, most that is 87.6% agree/strongly agree that 'Proper arrangement for light and fan/air conditioning' motivates them the most. The software engineers prefer to work in organizations that are closer to their homes. Freedom to plan the daily activities and more autonomy at work place is motivating software engineers. Promotion at timely intervals does motivate and recognize the efforts of the engineers.

2. Most (65.8%) of the software engineers agree / strongly agree that the Safety & Grievance Handling is motivating them. Under the Safety & Grievance Handling category, most, that is 90.6% agree/strongly agree that 'There is sufficient safety measures in the organization'. Long duration of working, sitting at a work seat, eye sight being strained due to the constant glare from the computer screen and musculoskeletal disorders (MSDs) are a few of the health issues faced by the engineers. Ergonomics is now considered as an important practice as it affects the health of the engineers. Maintaining a definite standard of performance uniform to all by the engineers' supervisor is a motivator. Software engineers do have a lot of interaction with their managers with respect to their daily work activities. Software engineers are motivated by the way manager takes care of complaints brought to his notice.

3. Majority (55.49%) of the software engineers agree / strongly agree that Reputation for Job, Decision Making & Training are motivating them. Under the Reputation for Job, Decision Making & Training category, most that is 85.9% agree/strongly agree that 'Good reputation of the job in the society' motivates them. Engineers want autonomy to take decisions which can affect the functions of the department. They are motivated as they learn more about new technology and can update their knowledge. They find it motivating that their organization is evaluating the training program to determine whether the training objectives are met. The companies have created a learning environment for both personal and professional growth of software engineers. They find it motivating that

their organization supports them to build and strengthen their technical and management skills.

4. 59.25% of the engineers agree / strongly agree that Manager - Subordinate Relationship, Fringe Benefits & Job Security are motivating them. Under the Manager - Subordinate Relationship, Fringe Benefits & Job Security category, most that is 80.8% agree/strongly agree that 'Manager Accepting new / innovative ideas given by them' motivates them. The managers' having one to one discussion with all employees on a regular basis is motivating. The respondents state that their managers do listen to the new / innovative ideas given by them and do appreciate them for good work. Organizations have made provisions for provident fund and insurance for software engineers. Job security for software engineers post-recession was an important motivating practice. Personal favors to staff are found to be a de-motivating software engineers.

5. Majority (67%) of the engineers agree that Employee - employee relationship and friends/relatives view of the job is motivating them. Under Employee - employee relationship and friends / relatives view of the job category, most, that is 75.3% agree/strongly agree the fact that 'Due regard given by friends and relatives motivates them'. The interaction among the employees demonstrates trust, integrity, encouragement and mutual respect is of great importance to software engineers.

6. Most (58.41%) of the respondents agree / strongly agree that Work Life Balance & Intrinsic Motivation is motivating them. Under the Work Life Balance & Intrinsic Motivation category, maximum, that is 71.4 agree/strongly agree that 'The job is the key driving force of their motivation'. The software engineers agree that their organizations do offer flexible working options.

7. 58.06% of the respondents agree/ strongly agree that Pay and Income is motivating them. Under the Pay and Income category maximum, that is 75.3% agree/strongly agree that 'The benefits received are as good as most other organizations offer'. Software engineers responded that the compensation practices in their organization is just and fair. They are satisfied with their salaries and they are able to maintain with the salary which makes them comfortable in life.

8. 'Safety & Grievance handling' is the highest motivating factor with 65.8% of the employees agreeing/strongly agreeing, followed by the 'Clean work place Autonomy &

Promotion' (61.42%) and Manager-Subordinate relationship, Fringe benefits & Job security (59.25%).

Suggestions and Recommendations

The findings of the study as well as the insights and experiences of the researchers in the course of the study have become the basis for following. While making these suggestions, it is necessary as well as prudent to think beyond findings.

Suggestions to the IT Industry

- The IT companies should adopt flexible work timings. The working hours for the employees may be fixed, but the entry and exit time may be kept flexible.
- The IT employees should be given freedom to express their views and opinions about work and other organizational matters. Valuing their views and opinion is highly motivating. Good suggestions may be elucidated from them.
- The IT companies should decentralise the decision making process. They should empower their employees to take decisions on organizational matters.
- The IT companies should send the employees to different trainings that can improve their technical and leadership skills. The technical skill development can have direct impact on improving the efficiency of the working of the employees. The leadership skills develop them to lead their team and later the organization.
- The IT employees are under high level of stress. The managers do not have time/experience to understand the personal problems of the employees. The employees might not feel comfortable to discuss their personal problems with their managers. It is suggested to have counsellors in the organization who can handle the sensitive issues of the employees.
- In post-recession the employees do feel that the work load has increased. The increase in the work load has had less impact on the salary levels of the employees. The employees of the IT industry are more stressed as compared to the employees of other industry. It is suggested to reduce the work load of the employees.

- Most of the IT companies during the post-recession has cut down on the recreation / entertainment cost. This has impacted the motivation of the employees and increased the stress level of the employees. It is suggested to have recreational activities for the IT employees.

Scope for Future Research

- A study can be done exclusively for other sector of industries to ascertain if the findings hold true in other organizations.
- A study can be done exclusively in another IT city of India or elsewhere to ascertain if the findings hold true in similar cities.
- Other instruments of motivation and job satisfaction can be used to find out the motivational level of employees and job satisfaction level of employees and its influences on organizational citizenship behaviour and organizational commitment of the employees.
- Other human resource management and organizational behaviour variables can be investigated as dependent variables.
- Research is needed to enhance the understanding of the organizational citizenship behaviour and organizational commitment of the employees.
- Scenario based studies and laboratory studies that control some of the variables to better understand the effects on motivation and organizational citizenship behaviour and organizational commitment of the employees.
- A larger sample size and measuring more employees may give a new perspective in how motivation will influence organizational citizenship behaviour and organizational commitment of the employees.

Conclusion

The findings of the present study pinpoint certain relevant conclusions, particularly focusing on the centrality of motivation as critical independent variables affecting the level of organizational citizenship behaviour and organizational commitment of the employees. The appropriate use of motivational practices will have more constructive impact on IT employees and it increases their organizational citizenship

behaviour and organizational commitment of the employees which is so important for the stability of the IT Company.

In today's fast changing business environment and highly demanding I.T. customers, it is important for the employers to ensure that their employees are contributing their best. Therefore understanding the factors that motivate employees is essential for all organizations. The organizations by focusing on the motivational practices positively impact the employer which can enable their employees to perform better.

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